

Delaware

PAGE 1

The First State

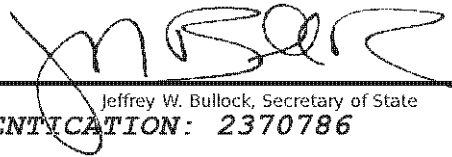
I, JEFFREY W. BULLOCK, SECRETARY OF STATE OF THE STATE OF DELAWARE, DO HEREBY CERTIFY THE ATTACHED IS A TRUE AND CORRECT COPY OF THE CERTIFICATE OF FORMATION OF "JDA FRONTLINE PARTNERS, LLC", FILED IN THIS OFFICE ON THE SEVENTH DAY OF MAY, A.D. 2015, AT 6:15 O'CLOCK P.M.



5743412 8100

150635566

You may verify this certificate online
at corp.delaware.gov/authver.shtml


Jeffrey W. Bullock, Secretary of State
AUTHENTICATION: 2370786

DATE: 05-12-15

State of Delaware
Secretary of State
Division of Corporations
Delivered 07:17 PM 05/07/2015
FILED 06:15 PM 05/07/2015
SRV 150635566 - 5743412 FILE

CERTIFICATE OF FORMATION
OF
LIMITED LIABILITY COMPANY

FIRST. The name of the limited liability company is JDA Frontline Partners, LLC.

SECOND. The address of its registered office in the State of Delaware is 2711 Centerville Road, Suite 400, Wilmington, Delaware 19808. The name of its Registered Agent at such address is Corporation Service Company.

IN WITNESS WHEREOF, the undersigned have executed this Certificate of Formation
this 7th day of May, 2015 .

Public Policy Holding Company, LLC - Manager

BY: William R. Chess
Authorized Person(s)

NAME: William R. Chess